

CLAIMS

We claim:

5 1. A method of recording deliverables derived from an organization's goals, comprising the steps of:

 separating each goal into a plurality of different levels of elemental components, with the different levels including a top level, a bottom level, and one or more intermediate levels, wherein the elemental components at each successively lower level
10 provide a greater degree of specificity concerning the organizational activities required to achieve the goal than the elemental components at the preceding level, and wherein the elemental components at the bottom level comprise one or more sets of deliverables that represent specific organizational accomplishments that are required to achieve the organizational goal; and

15 recording relationships between elemental components at the different levels using a plurality of arrays to represent the relationships between the elemental components from those different levels, whereby the relationship between a deliverable and its associated organizational goal is represented by a combination of some or all of the arrays.

20 2. The method of claim 1, wherein said recording step further comprises creating each array using a horizontal axis of the array to identify elemental components at one level and using a vertical axis of the array to identify elemental components at another level.

25 3. The method of claim 1, further comprising the step of weighting each of a number of the elemental components with a value representative of that elemental component's contribution to one or more of the organization's goals.

30 4. The method of claim 3, wherein said weighting step further comprises determining weights for the deliverables by providing weights for each of the top level

elemental components and using the top level weights to determine weights of elemental components at the intermediate and bottom levels.

5 5. The method of claim 1, wherein said separating step further comprises separating each of a number of top level and intermediate level elemental components into one or more lower level elemental components such that elemental components at a preceding level are associated with one or more elemental components at a succeeding level.

10 6. The method of claim 5, further comprising the step of determining a weight for each of a number of the elemental components at a succeeding level using the weight assigned to the associated elemental components from the preceding level.

15 7. A method of determining individual roles for participants in an organization using predetermined organizational goals, comprising the steps of:

identifying a set of deliverables required to achieve one or more organizational goals;

determining, for each of the deliverables, one or more individual roles for a participant within the organization; and

20 representing each individual role using its associated deliverable, one or more specified skills, and a numerical value indicative of the amount of the participant's time required to produce the associated deliverable using the specified skill(s).

25 8. The method of claim 7, further comprising the steps of:

quantitatively weighting each of the organizational goals;

determining a value for each deliverable using the quantitative weighting assigned to the goal associated with that deliverable; and

determining a value for each individual role that quantitatively represents the extent of the contribution of that role to its associated organizational goal(s).

9. A computer readable medium for use in providing a constructed definition of individual roles for participants within an organization, comprising:

a digital data storage medium having a computer readable code stored thereon;

5 wherein said computer readable code is operable upon execution to process one or more elemental components from a group of such components that together represent an organizational goal of the organization;

10 wherein said computer readable code is further operable upon execution and in response to processing the one or more elemental components to provide a representation of an individual role for a participant within the organization, with the representation including one or more specified deliverables, one or more specified skills, and a numerical value indicative of the amount of the participant's time required to produce the specified deliverable(s) using the specified skill(s).

15 10. A computer readable medium for use in managing performance of an organization, comprising:

a digital data storage medium having a computer readable code stored thereon;

20 a first set of data stored digitally on a data storage medium and having contained therein data concerning upper level and lower level elemental components of one or more organizational goals, wherein the upper level elemental components are represented within the first set of data as a combination of lower level elemental components, and wherein at least some of the elemental components comprise deliverables that represent organizational accomplishments that are required to achieve the organizational goals;

25 a second set of data stored digitally on a data storage medium and having contained therein data concerning actual performance of participants in the organization, with the second set of data including an identification of the deliverables that have been completed; and

a third set of data stored digitally on a data storage medium and having contained therein data concerning sequences of transactions that track completion of the deliverables and attainment of the organizational goals;

wherein the computer readable code is operable upon execution by a microprocessor to manage the third set of data based on data from the first and second sets of data.

5 11. A computer readable medium as defined in claim 10, wherein the computer readable code is operable to accept user queries and to respond to the user query by accessing data from one or more of the sets of data and returning an action rule representing performance requirements necessary to achieve one or more deliverables.

10 12. A computer readable medium as defined in claim 10, wherein the elemental components have an associated weight, escrow value, and equity value, and wherein, using data from the first and second data sets, the computer readable code is operable upon execution to determine whether the elemental components at different levels have been achieved and to change the escrow values of elemental components once they have
15 been achieved.

13. A computer readable medium as defined in claim 12, wherein the computer readable code is operable upon execution to update the equity value of an elemental component using the escrow value for that elemental component when at least one
20 organizational goal associated with that elemental component has been achieved.

14. A computer readable medium as defined in claim 12, wherein the first set of data includes a number of action rules representing performance requirements necessary to achieve one or more deliverables, and wherein each action rule includes an upper level
25 elemental component and the combination of lower level elemental components that together represent that upper level elemental component.

15. A computer readable medium as defined in claim 14, wherein the action rule includes the weights and equity values associated with the lower level elemental
30 components contained within the action rule.

16. A computer readable medium as defined in claim 14, wherein the lower level elemental components of an action rule comprise antecedents and the upper level elemental component of that action rule comprises a succedent, and wherein the computer readable code is operable upon execution to classify that action rule as a seller if all of the antecedents of that action rule have been achieved and to otherwise classify that action rule as a buyer.

17. A computer readable medium as defined in claim 16, wherein the computer readable code is operable upon execution to:

- (a) assign to each action rule a measure of fitness using its equity value and escrow value;
- (b) select one of the sellers;
- (c) identify those buyers for which the succedent of the selected seller is an antecedent of the identified buyer;
- (d) select from the set of identified buyers that buyer having the greatest fitness;
- (e) change the data in the third set of data to indicate that the succedent and antecedents of the seller have not been achieved and the corresponding antecedent of the selected buyer has been achieved;
- (f) adjust the escrow value of the seller and the equity value of the selected buyer according to the fitness of that buyer; and
- (g) reclassify the seller as a buyer.

18. A computer readable medium as defined in claim 10, wherein said first, second, and third data sets each comprise a separate database.

19. A computer readable medium as defined in claim 10, wherein said first, second, and third data sets each comprise one or more relational database tables.